

Notre Dame Preparatory School
and Marist Academy
SIX-YEAR STRATEGIC PLAN
2017 to 2023



NOTRE DAME





June 2017

Dear Notre Dame Preparatory School and Marist Academy family and friends,

The major purpose of this strategic plan is to delineate the financial, organizational and facilities elements and, secondarily, the curricular, pedagogical, and programmatic elements needed to provide the strongest possible platform in support of Notre Dame Preparatory School and Marist Academy's purposes and outcomes.

Members of the Notre Dame Preparatory School and Marist Academy (NDPMA) Board of Trustees and administration/staff crafted the plan. The actual planning process took place via working sessions held February 3-6, 2017, with facilitation from Independent Schools Management (ISM). The data-collection process included ISM electronic surveys of the Board, faculty, parents and students in grades five and up. The data-generation process included ISM's computerized scoring of NDPMA against ISM's 18 Stability Markers (fourth iteration).

Strategic activities, summarized below in three themes, were identified for the entire time-horizon of the strategic plan as well as specific items to occur in individual years:

THREE STRATEGIC THEMES

1. Consistent with the NDPMA Articles of Incorporation and By-Laws, the school leadership will further expand and enhance the previous strategic plan's focus on developing increased opportunities for all NDPMA constituencies to learn and live the Catholic and Marist way of life, thereby generating increasing numbers of role models for NDPMA students.

2. Leadership will continue to seek to communicate through word and action the ways in which the IB Programme aligns fully with the school mission, particularly as the mission relates to Catholic identity at all grade levels, thereby to integrate the IB more completely into the culture and fabric of the school.

3. Leading financial investments will be: (a) in people (salaries, benefits, professional-development support); (b) in facilities (current and new); (c) in tuition assistance in support of enrollment management and socioeconomic diversity; (d) in technology upgrades; (e) in marketing upgrades; and (f) in bottom-line management (reserves, endowment, debt reduction).

On behalf of the Marist Fathers and Brothers, our board of trustees, our booster and parents club presidents and senior administration, we ask you to carefully review the contents of this strategic plan and be willing to step forward to help us achieve our major initiatives with a view to strengthening the educational program for our students and for future generations of students who will attend Notre Dame Preparatory School and Marist Academy. Thank you so much for putting your trust in our wonderful institution.

Doing the work of Mary, the mother of Jesus, and our Marist Fathers and Brothers founder, the Venerable Fr. Jean-Claude Colin, s.m., I remain respectfully yours,

Rev. Leon M. Olszamowski, s.m., Ph.D.
Corporate President

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Summary of Strategic Activities

EVERY YEAR

2017-2023

1. To support the Catholic and Marist way of life, review throughout each year and annually the plan to ensure the unbroken continuance of the Marist culture and religious sponsorship of the school.
2. Continue to promote the unique aspects of the IB Programme to current and prospective families, to current and prospective donors, and to the broader community, featuring the ways in which the IB is integrated fully into Catholic identity, school mission, faculty/staff culture, student culture, instructional pedagogy, curriculum and co-curriculum.
3. Monitor and strengthen relevant aspects of the student experience, utilizing multiple survey and information-gathering tools.

4. Continue to improve the school's governance through adjustments to the organization structure, composition and activities of the Board of Trustees
5. Maintain and build the financial stability of the school through ongoing management of all revenue sources and operating

- expenses, such as increases in employee compensation and benefits, facilities maintenance as needed and financial reserves for unplanned required expenditures.
6. Strengthen tuition assistance programs for families in need, and consider additional scholarship programs for students.



Specific to YEAR

ONE

2017-2018



1. Successfully complete the current capital campaign and begin construction of the academic expansion.
2. Initiate feasibility study to focus on future building programs for the school, following the guidelines set forth in the Master Facilities Plan.
3. Develop plan to strengthen and enlarge the school's capacity to engage alumni/ae support.
4. To improve the student experience, review and determine adjustments to curricular offerings, academic tracks, extracurricular offerings and faculty roles.
5. Initiate focused program to spearhead improvements in the student experience.
6. Conduct demographic assessment of current and planned enrollment levels and school capacity.
7. Review and update the school's technology plan, with a focus on providing improved support for students, faculty and staff.
8. Conduct review of school financial position including revenue sources, operating costs, investment plans, potential for developing endowment fund and future capital campaigns.
9. Establish program for the cultivation and development of the Board of Trustees.



Specific to YEAR **TWO**

2018-2019

1. Conclude the capital campaign; complete construction of academic building expansion and meet move-in goal of start of academic year.
2. Conclude feasibility study to focus on future building programs for the school, following the guidelines set forth in the Master Facilities Plan.
3. Continue to implement plan to strengthen and enlarge the school's capacity to engage alumni/ae support, especially to improve philanthropy.
4. Develop and implement focused program and additional plans to improve student experience.

5. Develop plan to address results of the demographic study on student enrollment and school capacity.

6. Implement updated technology plan.

7. Develop plans to support improvements in the school's financial position, including revenue sources, operating costs, investments, endowment fund and capital campaigns.

8. Continue to implement program for the cultivation and development of the Board of Trustees.

9. Develop an overall institution marketing plan for the school, for growth in enrollment, advancement and donor cultivation, including both the academic focus and the range of additional benefits offered by NDPMA.

10. Develop more structured system for developing faculty leadership and for identifying classroom teachers who could become potential members of the NDPMA administration.

11. Review the student/parent advisement system for improvement, with a view to helping families understand how to target and focus the commitments to co-curricular activities.



Specific to YEAR

THREE

2019-2020

1. Implement the institution marketing plan for the school, to support growth in enrollment, advancement and donor cultivation, including both the academic focus and the range of benefits offered by NDPMA.

2. Refine the implementation of the more structured system for developing faculty leadership and for identifying classroom teachers who could become potential members of the NDPMA administration.

3. Continue to implement plan to strengthen and enlarge the school's capacity to engage alumni/ae support, especially to improve philanthropy.

4. Implement plan to address results of demographic study on student enrollment and school capacity.

5. Continue plans to support improvements in the school's financial position, including revenue sources, operating costs, investments and capital campaigns. Consider feasibility, approach and timing for endowment fund and future capital campaign.

6. Continue review and begin development of plan for improving student/parent advisement system, with a view to helping families understand how to target and focus the commitments to co-curricular activities.

7. Establish date for next six year strategic planning process (estimated timing February 2021). Initiate plans for survey, data collection and generation to prepare for strategic planning.



Specific to YEAR FOUR

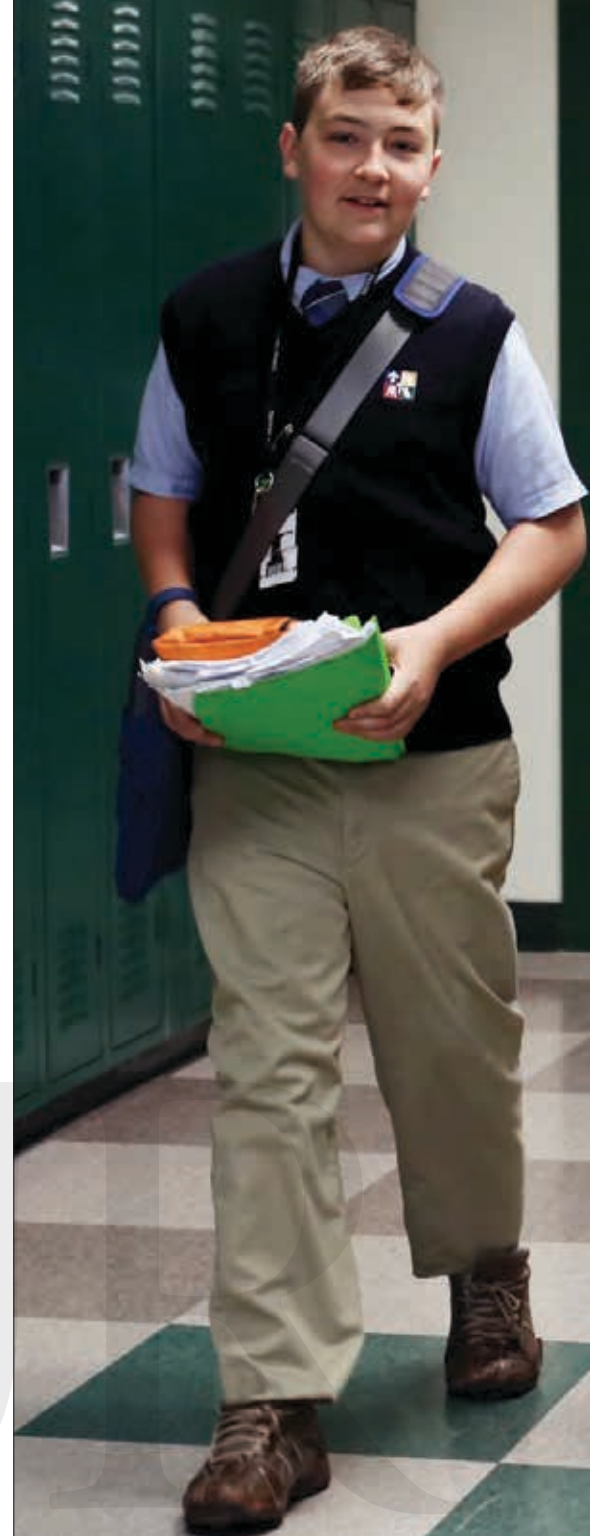
2020-2021

1. Complete review and plan for improving student/parent advisement system, with a view to helping families understand how to target and focus the commitments to co-curricular activities.
2. Review feasibility of establishing a school psychologist (P/T) position and/or a school nurse (F/T) position.
3. Continue plans to support improvements in the school's financial position, including revenue sources, operating costs, investments and capital campaigns. Consider feasibility, approach and timing for endowment fund.
4. Complete preparations for creation of next six-year strategic plan/strategic financial plan (estimated timing in February 2021), including surveys, data collection and generation.
5. In further preparation for the strategic-planning event, review progress on the 2017-2021 strategic plan and note the extent to which major strategic goals and activities have been reached, including:
 - a. Increased opportunities for all NDPMA constituencies to learn and live the Catholic and Marist way of life
 - b. Increased community-wide understanding of the ways in which the IB Programme aligns with the NDPMA mission
 - c. Increased levels of tuition assistance in support of socio-economic diversity and heterogeneity in the student population
 - d. Student experience improved and integration with the faculty culture brought into closer alignment with the faculty's self-ratings
 - e. Completed capital expansion project (academic building), with a second project under consideration, in preparation or in progress
 - f. Salaries and employee benefits continuing at a gradient that exceeds cost-of-living rates
 - g. Professional development and education funding continuing to exceed the ISM benchmark
 - h. Board of Trustees structured and populated to support

fully the governance-level implications of the strategic plan

- i. Financial position established to support operating requirements, capital needs, debt service levels, facilities maintenance/upgrades and supplementary funding for tuition-assistance

6. Create the 2021-27 NDPMA strategic plan/strategic financial plan.





Specific to YEAR

FIVE/SIX

2021-2022 and 2022-2023

1. During year four (2020-21), the development of a fresh six-year strategic plan/strategic financial plan will occur.
2. All strategic activities identified for each year will be continued, modified or discontinued based upon the decisions made during the strategic planning process held in the winter of 2020-21.
3. Consequently, new strategic activities were not identified for years five and six.





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